

LEADER'S MENTORING LOG (8.5x11 FORMAT)

SMEAC

Situation

Every Marine has a mentor, from the private who is graduating from recruit training, to the Commandant. The mentor provides guidance and leadership through conversation, experiences and setting the example. The Leader's Mentoring Log is a tool to guide leaders on the road to the successful development of subordinate Marines.

Mission

The mission of the Marine Corps Mentoring Program (MCMP) is to accomplish the following:

- Empower junior leaders to positively affect the development of subordinates
- Facilitate genuine concern between the mentor and Marine mentee
- Increase unit cohesiveness
- Establish a covenant between leader and subordinate, both committing to personal and professional excellence
- Ensure accountability, responsibility, and evaluation of both the mentor and Marine mentee

Execution

Every Marine, regardless of rank, will have an assigned mentor. Mentoring sessions for Marines will occur **at least monthly**. Additionally, mentoring sessions should occur if one of the following situations takes place:

- Preparing for or returning from deployment
- Major life changing events (births, death, PCS, marriage, divorce, significant financial decisions, etc)
- Intense combat
- Preparing to make retention or EAS decision

Tasks – How the mentoring process will work:

Assign mentor/Marine mentee based on chain of command

Prep for mentoring session

- Refer to the Command, Signal, & Communications section in this guidebook on how to establish an effective mentoring relationship
- Determine when mentoring meeting will occur
- Have Marine mentee complete Honor, Courage, Commitment (HCC) assessment in the Leader's Mentoring Log (see references)
- Conduct HCC assessment on Marine mentee
- Clearly define and understand unit mission
- Clearly define how Marine mentee fits into unit mission

Conduct first mentoring session

- Establish rapport and relaxed atmosphere
- Describe the purpose of the mentoring program and the mentoring session. The goal for the first meeting is to complete the Mission and Goals Form in the Leader's Mentoring Log.
- Discuss ground rules for mentoring
 - This should not be a punitive discussion but should be focused on how to best improve the Marine mentee's contribution to the unit mission
 - Provide an atmosphere for two-way communication.
- State the mission of the unit
- Discuss the Marine mentee's role in supporting the unit mission
- Discuss Marine mentee's HCC assessment - agree on strengths/improvement areas
- Probe further on Marine mentee's "needs assistance" areas using the sample conversation triggers and assessment questions in this guidebook
- Determine if next level of support is needed and what actions are required
- Establish 3 or 4 goals in paragraph three of Mission & Goals Form
- Assist Marine mentee in developing action plan for achieving goals
- Summarize mentoring session and set date/time for next session

Conduct follow-up sessions

Mentoring sessions should occur *at least monthly* or when any of the following situations take place: preparing for or returning from deployment, major life changing events (birth, death, marriage, divorce, etc.), combat, making retention/EAS decision.

- Restate mission and Marine mentee's role
- Review goals and action plan
- Discuss progress
 - Review Marine mentee strengths/improvement areas identified in previous HCC assessment
 - Identify roadblocks and actions to overcome
 - Modify or establish new goals as necessary

- Summarize mentoring session and set date/time for next session

Administration/Logistics

- Mentor/Marine mentee documents mission, goals, and action plan in their own Leader's Mentoring Log
- Provide next level of resource/assistance to the Marine mentee

Command, Signal, & Communications

Managing the Marine Corps Mentoring Program at all levels is the responsibility of the unit commander. Commanders have the responsibility to ensure the MCMP is effectively implemented in their units.

Marines should feel comfortable approaching seniors for guidance, coaching, and problem resolution, with the understanding that seniors are willing to respond. As Gen Lejeune described, the relationship of senior Marines to juniors is that of a teacher to a scholar or a father to a son. This relationship should be mutually respectful with the more experienced person having the moral responsibility to help the junior develop.

Effective mentors are **people-oriented** and genuinely concerned with helping Marine mentees improve. Mentoring builds trust and loyalty and requires the following skills:

- **Self-awareness.** Awareness of your own strengths, weaknesses, & emotions
- **Questioning skills.** Ability to ask open-ended and probing questions to understand more about the Marine mentee
- **Listening skills:**
 - “Hold your fire” until you understand the Marine mentee’s point
 - Listen for the whole meaning
 - Refrain from jumping to conclusions
 - Minimize emotional reactions
 - Use eye contact, etc. to convey your interest
 - Make your surroundings conducive to listening
- **Empathy.** Awareness of the emotions of others and ability to effectively respond to those emotions
- **Feedback skills.** Giving honest, mostly positive feedback in a timely manner. Look for someone doing well and recognize it

Instructions for Mission and Goals Form & HCC Assessment

Mission & Goals Form

- **Paragraph 1: Situation.** Write the name of the mentor, Marine mentee, and unit information in the space provided.
- **Paragraph 2: Mission.** Write in the unit's mission and the role of the Marine mentee in supporting that mission.
- **Paragraph 3: Execution.**
 - Goals. Agree with the Marine mentee (based on the HCC assessment) on 3 or 4 specific goals. Each goal should be SMART (Specific, Measurable, Attainable, Realistic, and Time-bound).
 - Tasks. Once the mentor and Marine mentee agree on the goals, describe the specific action steps that will be required to complete the goals.

Honor, Courage & Commitment Assessment

The purpose of this assessment is to identify professional and personal strengths/improvement areas as they relate to the Marine Corps' ethos of Honor, Courage, and Commitment. Mentoring is most effective when both the mentor and the Marine mentee have a shared vision for professional and personal growth. This assessment is a starting point for ensuring that alignment.

Using the assessment tool

- The Marine mentee will complete this form prior to the mentoring session by assessing his/her own performance on each of the areas using the following coding:
 - **N** = Needs assistance
 - **E** = Effective
- During the mentoring session, the Marine mentee shares this assessment with the mentor.
- The mentor provides input regarding the Marine mentee's strengths and improvement areas. The discussion should result in both the mentor and the Marine mentee agreeing on the most important improvement areas.
- The mentor and Marine mentee then discuss specific goals and create an action plan for improvement in these areas.

Mission and Goals Form

Paragraph 1: Situation

Mentor Name:	RUC:
Marine mentee Name:	UIC:
Unit Address:	

Paragraph 2: Mission

Unit Mission. What is the mission of the unit:
Marine mentee's critical role in support of the unit's mission:

Paragraph 3: Execution

Goals (3 or 4; specific, measurable, attainable, realistic, time-bound)

Professional Goals:
Personal Goals:
Combat Skills/Readiness Goals:

Tasks (action plan for accomplishing goals)

Action Steps	Deadline

Honor, Courage, Commitment (HCC) Assessment

Marine mentee Name:	Date:
Mentor Name:	Individual CRP%:

N = Needs Assistance; E = Effective

Honor: Integrity, Responsibility, Accountability	
H1 Leads by example	
H2 Upholds the reputation of the Marine Corps & acts Marine-like at all times (24/7)	
H3 Seeks responsibility and accepts responsibility for success/failures of Marines	
H4 Respects self and others	
H5 Maintains high levels of Mental development	
H6 Maintains high level of Emotional stability	
H7 Maintains high level of Physical readiness	
H8 Maintains high level of Spiritual strength	
H9 Does the right thing when no one is looking	
Courage: Do the right thing, in the right way, for the right reasons	
C1 Does the right thing even when unpopular or difficult	
C2 Holds others accountable to Marine Corps standards (24/7)	
C3 Takes ownership of difficult situations even if beyond the scope of regular duties	
C4 Admits to shortcomings and mistakes	
C5 Obeys all lawful orders and regulations	
C6 Refuses to participate in inappropriate behavior despite social pressure on leave/liberty	
C7 Takes ownership of and seeks assistance in dealing with difficult personal situations	
C8 Assists subordinates in taking on difficult personal situations	
C9 Obeys the law at all times	
Commitment: Dedication to mission. Devotion. Always makes a positive impact	
Co1 Shows enthusiasm in being a Marine and inspires others	
Co2 Demonstrates situational awareness and sound judgment	
Co3 Is prepared for deployment and redeployment	
Co4 Sharpens common combat skills	
Co5 Pursues professional development by utilizing the MOS Roadmap	
Co6 Acts responsibly in the use and care of equipment and assets	
Co7 Accomplishes tasks in a timely manner, no matter what the conditions	
Co8 Provides for support and welfare of family	
Co9 Ensures family is prepared for separations and reunions	
Co10 Lives within means (budgeting, spending, saving)	
Co11 Operates PMV/POV responsibly	
Co12 Acts responsibly during recreational activities	
Co13 Avoids alcohol abuse and has zero tolerance for drug use	
Co14 Looks after the welfare of other Marines on leave or liberty	
Co15 Develops game plans, takes needed steps to minimize risks	

Common Combat Skills Checklist

Marine mentee Name:	Date:
----------------------------	--------------

Military Skills		Last Score	Date	Projected Score	Date
BLOCK TRAINING	Annual				
PFT	Semi-Annual				
Weigh-in	Semi-Annual				
NBC	Annual				
Rifle Range	Annual				
Pistol Range	Annual				
BST	Annual				
Swim Qual	Annual				
MCMAP	Weekly				
Required Classes		Previous		Next	
STD/HIV PREV	Annual				
Suicide Awareness	Annual				
Alcohol/Drug Prev.	Annual				
*Tobacco Cessation	As Required				
Stress Management	As Required				
Leadership		Previous		Next	
Counseling	As Required				
**Equal Op Program	Annual				
**Security Training	Annual				
Motorcycle Safety	As Required				
Driver Improvement	As Required				
Troop Info Program	On-Going				
Family Planning	Check-In				
Financial Planning	As Required				
PME	Current Course	Projected Completion Date			
Distance Education					
Resident PME					
Prof. Reading					
Cmd. Sponsor PME					
Off Duty Education					
Mission Oriented Training		Previous		Next	
MOS Training	As Required				
W/C Supv. Training	Quarterly				
**Job Safety Trng	Annual				
**Haz. Comm.	Annual				

Administrative/Health				Item	
Gas Mask		Trousers		Blood Type	
Inserts		Boots		MOPP Suit	
Blouse		Cover		Helmet	
Recall Info					
Next Of Kin Info					
Mil. ID & ID Tags					
Gas Mask		GLASSES		ALLERGY TAGS	
Size:		SPARE		GAS MASK INSERTS	
Family Care Plan##					
DEERS		Spouse		Children Qty: _____	
Will					
Power of Attorney					
S.G.L.I.					
R.E.D.					
Family S.G.L.I.					
Family Dental Plan					
Exceptional Family Member Program					
Fit Reps/Pro-Cons					
Medical Readiness					
Physical Exam		Date:		Notes:	
Dental Exam		Date:		Notes:	Class:
Vaccinations		Notes:			
Vision		Notes:			
Hearing		Notes:			
Medications		Notes:			
Allergies		Notes:			
Flight Physical Exam		Date:		Notes:	
Notes:					
*	Not mandatory, but should be made available by the command.				
**	Training required upon check-in to the command				
***	To satisfy PME requirements and become more competitive for promotion, enlisted Marines should complete appropriate distance education and attend resident course for their grade (requirements for grade are outlined in the Annual Training Plan.				
#	Personnel requiring Corrected vision				
##	Dual Military and Single Parents				
###	Married or Single with family members only				

Combat Readiness Percentage (CRP%)

Combat Readiness is a term used throughout the Marine Corps to assess a unit's level of preparedness for deployment and combat. Combat Readiness can also be assessed at an individual level.

Based on the Marine mentee's strengths and improvement areas as indicated from his/her HCC assessment and your personal judgment, categorize the mentee's Level of Combat Readiness using the table below. Indicate the Marine mentee's CRP % at the top of the HCC Assessment page. Also record the Marine mentee's CRP% on the Team Combat Readiness page.

Levels of Readiness	Description	CRP %
Not Combat Ready Immediate risk	Marine may be an immediate risk to self, others, and/or unit due to serious personal or professional issues (possible examples include multiple DUI/DWI, suicidal tendencies, severe depression, pending court martial, etc.)	25
Not Combat Ready	Marine may not be combat ready due to significant issues either personally or professionally that impact performance (possible examples include NJP, significant financial or family problems, unqualified on rifle range, failed PFT, etc.).	50
Combat Ready	Marine's performance is effective yet has improvement areas either personally or professionally which have the potential to be problematic or distracting (possible examples include minor financial problems, change in marital/family status, change in billet or responsibilities, etc.).	75
Expeditionary	Marine's performance is highly effective and at most, has only a few minor areas for improvement.	100

Team Combat Readiness

Write in each Marine mentee's name and individual CRP% in the space provided below. Based on the improvement areas for your Marine mentees, identify 3 or 4 priorities to improve the team's overall Combat Readiness.

Marine mentee Name	CRP%
1.	
2.	
3.	
4.	
5.	
Team CRP%	

Top 3 or 4 priorities to improve Team Combat Readiness

- 1.
- 2.
- 3.
- 4.